



United States Department of State

*Director General of the Foreign Service  
and Director of Personnel*

*Washington, D.C. 20520*

February 19, 1982

Mr. James N. Glerum  
Director of Personnel  
Central Intelligence Agency  
Langley, Virginia

Dear Jim:

Thank you for providing a copy of the recent study done on Agency overseas positions by the firm of [redacted] [redacted]. As you might imagine, it has been read with considerable interest in this building and has evoked a number of comments which I would like to share with you.

First, the whole question of Foreign Service-Civil Service grade linkage was exhaustively examined prior to the passage of the Foreign Service Act of 1980. The linkage which emerged from that examination represents a consensus among all interested parties including the White House, OPM, OMB, Congress and the five foreign affairs agencies. We are convinced that the agreed-upon linkage between Foreign Service and Civil Service positions remains as valid today as it was when that consensus was reached, and that it would therefore be neither timely nor appropriate to tamper with the present Foreign Service-Civil Service pay linkage.

We recognize, of course, that the Agency may have pay, rank or classification problems with certain overseas positions for which it may wish to explore various solutions. The current add-on of 9.6% for employees overseas may be one way to deal with the problem of the lack of any "overseas element" in Civil Service Standards. However, should these problems prove to be sufficiently universal to merit a significant or general change, we would suggest that the Agency consider adopting the Foreign Service pay schedule as a means of rectifying difficulties with overseas positions rather than attempting to alter the grades of its entire overseas position structure which would be a time-consuming process and not particularly apposite in light of the recent FS-GS linkage studies done for the present Foreign Service Act.

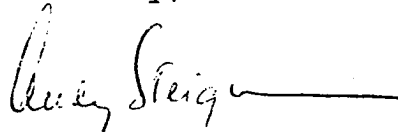
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STAT [ ] report. To someone without extensive knowledge of overseas State and Agency relations and activities, this report would tend to suggest that most Agency work (be it administrative, communications or secretarial) is more complex and demanding than comparable State responsibilities and that Agency personnel and their families are at greater personal risk abroad than are State's. I think the latter point could probably be disproved in an analysis of specific terrorist attacks and the relative numbers of employees each agency has overseas. Other statements imply that Agency personnel join for reasons of patriotism while State employees are motivated to join primarily for the "prestige" or "glamour" supposedly inherent in Foreign Service jobs. Individual motivations vary from person to person, and various aspects of work or life abroad can vary widely from post to post, but we believe that some of these inferences are both unfair to State employees and incorrect in general. The few weeks the [ ] teams spent in the field and the relatively few employees they interviewed would seem scarcely sufficient to qualify them to speak with authority on such complex and varied issues.

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Should you wish to discuss any aspect of this report or our comments further, please do not hesitate to let me know.

Sincerely,



Andrew L. Steigman  
Acting

CC: OMB-Mr. Robert Bauerlein